



CANADIAN HUMAN RIGHTS COMMISSION

2012–13

Report on Plans and Priorities

The Honourable Rob Nicholson, P.C., Q.C., M.P.
Minister of Justice and Attorney General of Canada



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Acting Chief Commissioner's Message

When the Canadian Human Rights Commission first opened its doors nearly thirty-five years ago, little was known about how best to approach the promotion of human rights in areas under federal jurisdiction. In the decades that followed, the Commission conducted research, litigated cases and worked with thousands of Canadians who brought their issues forward. Today, the Commission brings this wealth of knowledge and experience to each new challenge it faces.

Last year, the repeal of section 67 of the *Canadian Human Rights Act* came into full force. A key priority for the Commission was to assist First Nations in building capacity to address human rights issues within their communities. Our other key priority last year was to help federally regulated organizations develop self-sustaining human rights cultures. These priorities have now been incorporated into the very core of our business as permanent components of our work.

This year, the Commission will focus on different but related priorities. The first is to address systemic human rights issues that have the greatest impact on Canadians. The second is to support employers and service providers in resolving human rights issues at the source.

Systemic discrimination occurs when people are treated differently and negatively because of an established policy or practice. A specific focus will be placed on systemic issues related to disability and issues facing Aboriginal peoples. The Commission is bringing together the skills and expertise of its divisions to approach these issues collaboratively. At the same time, we continue to intervene at the Canadian Human Rights Tribunal and the federal courts in representation of the public interest, and seek opportunities to discuss human rights issues with broader audiences in other fora.

Our second priority for the year ahead is to help organizations prevent discrimination at the root. We continue to help employers integrate equality, dignity and respect into their workplace cultures. We will continue to promote our recently released Human Rights Maturity Model, a roadmap for organizations to follow in order to improve their human rights capacity. We also remain committed to promoting diversity by helping organizations improve their employment equity performance.

New issues will almost certainly arise in the year ahead. To address them, we will draw on our cumulative experience and knowledge, and the collective expertise of our team of professionals at the Commission. It is a privilege to lead such a dedicated group of people.

David Langtry
Acting Chief Commissioner



ORGANIZATIONAL OVERVIEW

Raison d'être

The Canadian Human Rights Commission's founding legislation inspires a vision for Canada in which "all individuals should have an opportunity equal with other individuals to make for themselves the lives that they are able and wish to have," free from discrimination.

The Commission leads the administration of the *Canadian Human Rights Act* (CHRA) and ensures compliance with the *Employment Equity Act* (EEA). The CHRA prohibits discrimination on the grounds of race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, and conviction for which a pardon has been granted. The EEA promotes equality in the workplace for four designated groups: women, Aboriginal people, persons with disabilities and members of visible minorities.

Both laws apply the principles of equal opportunity and non-discrimination to federal government departments and agencies, Crown corporations, and federally regulated private sector organizations. The provinces and territories have laws similar to the CHRA that address discrimination within their jurisdiction.

Responsibilities

The Commission promotes the core principle of equal opportunity and works to prevent discrimination in Canada. As a result its services include discrimination prevention, dispute resolution, and regulatory, policy and knowledge development.

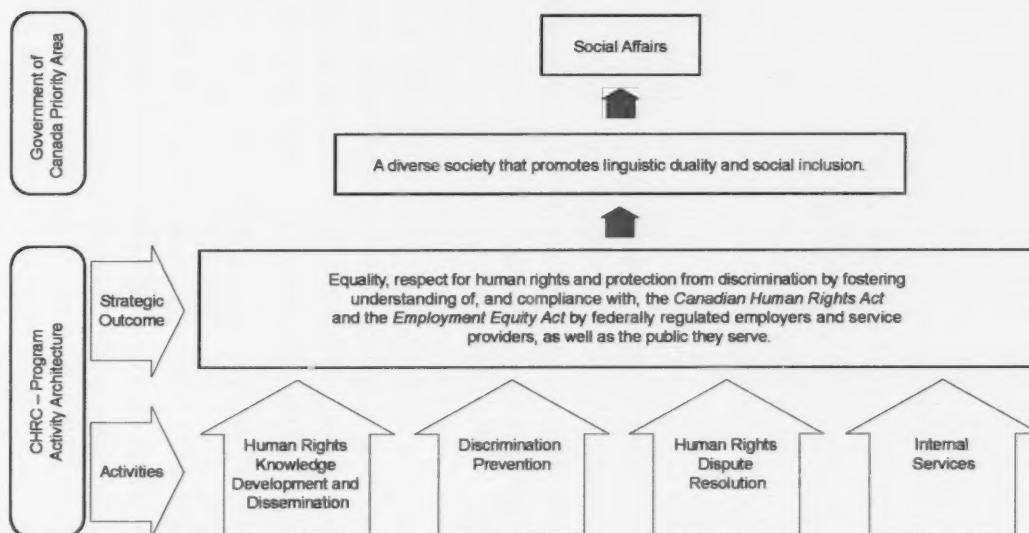
The Commission works closely with federally regulated employers and service providers, individuals, unions, and provincial, territorial and international human rights bodies to foster understanding of human rights and promote the development of human rights cultures.

The Commission's mandate includes protecting human rights through effective case and complaint management. At times, this role also involves representing the public interest to advance human rights for all Canadians.

The Commission is responsible for ensuring compliance with the *Employment Equity Act*. This involves auditing federally regulated employers to ensure that they are providing equal opportunities to the four designated groups: women, Aboriginal people, persons with disabilities and members of visible minorities.

Strategic Outcome(s) and Program Activity Architecture

A strategic outcome describes the long-term goals that each organization aims to achieve for the benefit of Canadians. The Commission aligns its program activities to support the Government of Canada priority of a diverse society, specifically promoting social inclusion. The strategic outcome states that the Commission will achieve this long-term benefit for Canadians through the continued promotion of equality, respect for human rights and protection from discrimination.



Organizational Priorities

Priority 1	Type	Strategic Outcome
Address systemic human rights issues that have the greatest impact on Canadians.	New	Equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the CHRA and the EEA by federally regulated employers and service providers, as well as the public they serve.

Description

Why is this a priority?

- Systemic discrimination is the creation, perpetuation or reinforcement of inequality among disadvantaged groups. It is usually the result of seemingly neutral legislation, policies, procedures, practices or organizational structures. The effect creates barriers to full participation in society. These include barriers to employment, benefits, services and the physical environment.
- Resolving systemic discrimination issues creates broader change and greater compliance with the CHRA thereby increasing human rights protection and promoting equality for a larger number of Canadians.
- The Commission will take a more proactive and focused approach in order to maximize results.

The Commission will meet this priority by:

- Enhancing its structures, processes, tools and accountabilities to support a proactive, focused approach to systemic discrimination.
- Applying this approach to a significant human rights systemic issue.

Priority 2	Type	Strategic Outcome
Support employers and service providers in resolving human rights issues at the source.	New	Equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the CHRA and the EEA by federally regulated employers and service providers, as well as the public they serve.

Description

Why is this a priority?

- Resolving human rights issues at the level of the organization offers a timely and effective way for employers and service providers to seek solutions that are adapted to their particular circumstances without resorting to a more formal process.
- Increasing the number of organizations with effective internal dispute resolution processes would allow the Commission to refer more complaints back to the source with confidence that they will be appropriately addressed.
- The Commission has developed a Human Rights Maturity Model that provides a roadmap and a performance measurement framework for federally regulated employers and service providers wanting to establish a self-sustaining culture of human rights.
- Internal dispute resolution processes put the onus on employers and service providers to understand and comply with the CHRA.
- All parties benefit from workplaces that respect human rights and constructively resolve issues at the source before they escalate.

The Commission will meet this priority by:

- Researching complaint-related data to identify trends and gaps.
 - Identifying and collaborating with employers and service providers who have the greatest need.
 - Providing tools and guidance to assist in the development and implementation of effective internal dispute resolution processes.
-

Risk Analysis

The Commission has experienced an increase in requests for outreach, consultation and dialogue sessions on human rights, employment equity and dispute resolution services. At the same time, the full repeal of section 67 of the CHRA allows the Commission to receive additional discrimination complaints against the Government of Canada and First Nations governments. As a result, the Commission is at risk of not being able to meet increasing service demands and complaint volumes, in the short-term.

In response to this risk, the Commission is focusing its efforts on supporting employers and service providers in resolving human rights issues at the source¹. The Commission is helping employers and service providers develop skills and internal practices to resolve human rights issues within their workplaces. This, in turn, will decrease organizations' demand for external resolution through the Commission's complaint process. Further, these same employers and service providers will support the promotion of the Commission's strategic outcome. Creating equality, respect for human rights and protection from discrimination will reduce the demands on judicial processes to resolve workplace human rights issues.

¹ These efforts are further outlined under Priority 2 of this document

In the long-term, the risk regarding increasing workloads may develop and transform in correlation with the evolving Canadian workforce. The face of Canada's workforce has changed. It continually becomes more diverse because of immigration trends, a growing Aboriginal population and the emerging challenge of four generations in the active workforce.

Employer policies and practices established long ago may inadvertently create patterns of inequality that become barriers for Canadians in achieving their full potential in employment, benefits, services, and the physical environment. These patterns and barriers of inequality can impact an entire group of people. They are identified as systemic discrimination.

To mitigate this longer term risk, the Commission will pursue the resolution of systemic issues that will have the greatest positive impact on Canadian society as well as on the systems and programs that create barriers to equality². This proactive approach to address future workload increases will be sustained and monitored through a "Framework to Better Address Systemic Discrimination". This framework was launched in 2011 and enables the Commission to address systemic priorities.

Planning Summary

The information provided in this subsection is concise, as the Commission's planning is explained in greater detail at the program activity level, under Section II.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
23,086	22,244	21,652

Human Resources (Full-Time Equivalents — FTEs)

2012–13	2013–14	2014–15
209	203	199

The full-time equivalents (FTEs) referenced above are higher than planned levels previously reported. This increase is due to section 29.1(2)(a) of the *Financial Administration Act* (FAA), which came into effect June 26, 2011. The Commission now includes all spendable revenue and expenditures related to the delivery of internal support services to other federal government agencies.

² These efforts are further described under Priority 1 of this document

The impact of the FAA change is an additional 12 FTEs for the Commission overall and reflected specifically within Internal Services. Internal support services are delivered subsequent to memoranda of understanding and include finance, information technology, procurement, compensation and other administrative services. In 2012–13, the Commission will provide internal support services to five small agencies.

Strategic Outcome: Equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the *Canadian Human Rights Act* (CHRA) and the *Employment Equity Act* (EEA) by federally regulated employers and service providers, as well as the public they serve.

Performance Indicator	Target
Number of Canadians who are informed about and protected by the CHRA and the EEA	1.2 million by March 31, 2013

The Commission raises, examines, discusses and acts on issues related to the prevention of discrimination in workplaces and services. The Commission is able to reach a broad audience because of the diversity of its consultative forums and committee memberships. It offers its prevention-related best practices, tools and resources to various industry sectors. In addition, research is disseminated and used to inform and educate. In some instances, research provides a starting point for public debate of current societal issues, such as mandatory retirement or environmental sensitivities. The distribution of materials by the Commission during 2012–13 is targeted to reach 1.2 million Canadians.

Planning Summary Table

The Planning Summary Table includes each program activity along with allocated financial resources.

Planning Summary Table (\$ thousands)

Program Activity	Forecast Spending 2011–12	Planned Spending			Alignment to Government of Canada Outcomes
		2012–13	2013–14	2014–15	
Human Rights Knowledge Development and Dissemination Program	4,452	3,583	3,331	3,168	A diverse society that promotes linguistic duality and social inclusion.
Discrimination Prevention Program	4,616	4,323	4,235	4,149	
Human Rights Dispute Resolution Program	8,828	8,838	8,534	8,249	
Total Planned Spending	17,896	16,744	16,100	15,566	

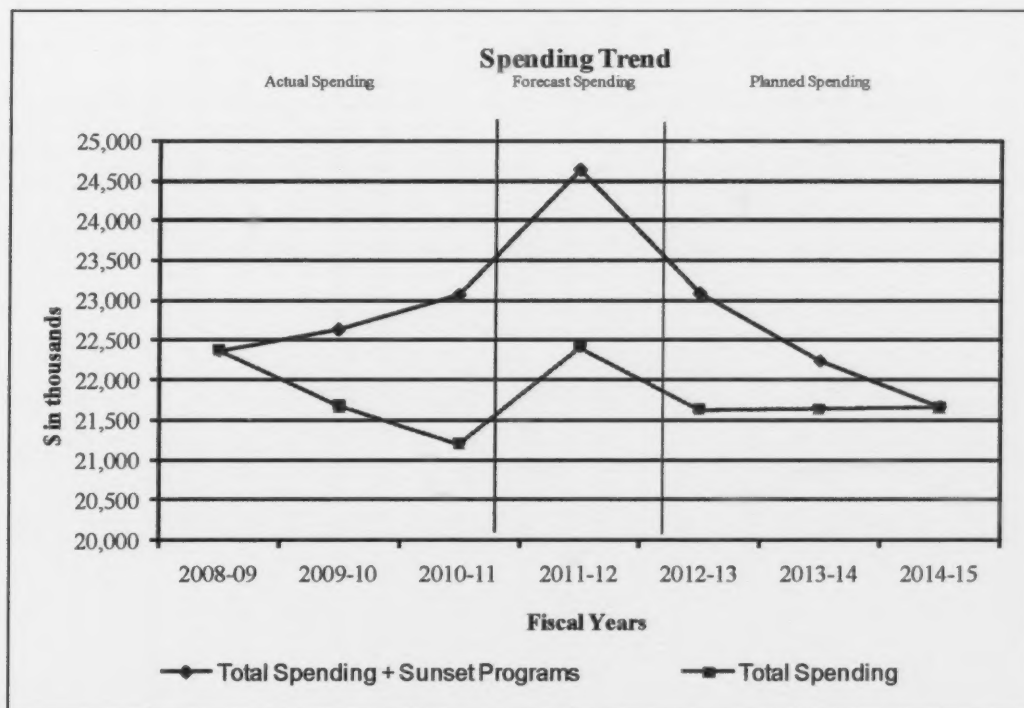
Planning Summary Table (\$ thousands)

Program Activity	Forecast Spending 2011–12	Planned Spending		
		2012–13	2013–14	2014–15
Internal Services	6,736	6,342	6,144	6,086
Total Planned Spending	6,736	6,342	6,144	6,086

Expenditure Profile

This subsection examines the fluctuations in overall financial resources and expenditures over time and the reasons for such shifts.

The figure on the next page illustrates the Commission's spending trend from 2008–09 to 2014–15.



In 2009–10, the Commission received additional funding for the repeal of section 67 of the CHRA. This funding will sunset in March 2014, although the requirements associated with the expansion of the Commission’s mandate are ongoing. Funding from within other programs was temporarily re-allocated to respond to demand for services relating to the section 67 repeal. The Commission will continue to closely monitor the need for additional resources beyond the temporary funding envelope.

The spending related to the repeal of the section 67 of the CHRA was: \$1.0 million in 2009–10, \$1.9 million in 2010–11 and \$2.2 million in 2011–12. In 2012–13 planned spending related to the repeal of section 67 will be \$1.5 million, and \$0.6 million in 2013–14.

In 2011–12, forecast spending increased by \$1.3 million for payment in lieu of severance pay to eligible employees.

Estimates by Vote

For information on the Commission’s organizational appropriations, please see the 2012–13 Main Estimates publication at:
<http://www.tbs-sct.gc.ca/est-pre/20122013/me-bpd/info/info-eng.asp>

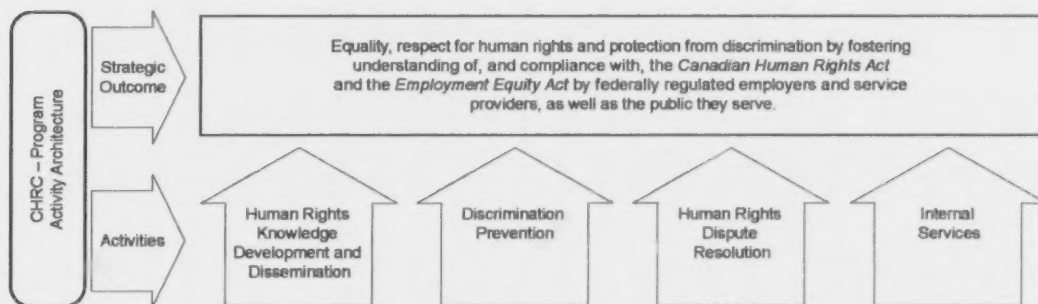
SECTION II

ANALYSIS OF PROGRAM ACTIVITIES BY STRATEGIC OUTCOME

Strategic Outcome

The Commission works toward equality, respect for human rights and protection from discrimination by fostering understanding of, and compliance with, the CHRA and the EEA by federally regulated employers and service providers, as well as the public they serve. All Canadians benefit when organizations are sensitive to human rights, consider differing needs and respond to misunderstandings before they develop into discrimination complaints.

This section outlines the expected results of the program activities that contribute to the realization of the strategic outcome.



Program Activity Description

Human Rights Knowledge Development and Dissemination Program

This program helps foster both an understanding of and compliance with the CHRA and the EEA. Knowledge development also ensures that programs, interventions and decisions are grounded in evidence and best practices. Knowledge products include research, policies, regulatory instruments and special reports. Information and/or advice are provided to the Commission itself, Parliament, federal departments and agencies, Crown corporations, federally regulated private sector organizations, and the public. Partnerships with other human rights commissions as well as governmental, non-governmental, research and international organizations are formed and maintained to leverage knowledge development and dissemination activities in areas of common interest.

Financial Resources (\$ thousands)

2012-13	2013-14	2014-15
3,583	3,331	3,168

Human Resources (Full-Time Equivalents — FTEs)

2012-13	2013-14	2014-15
27	25	23

Program Activity Expected Results	Performance Indicators	Targets
Federally regulated organizations are informed of human rights issues.	Number of federally regulated organizations that received Commission products.	600 by March 2013
The Commission contributes to the identification and resolution of systemic discrimination issues.	Number of systemic issues targeted.	5 by March 2015

Planning Highlights

Through research and the development of reports and policies, the Human Rights Knowledge Development and Dissemination Program will continue to provide tools to employers and service providers, including First Nations governments, to help them understand and prevent discrimination. Specifically, the Commission will develop two guides for employers in 2012-13. One will guide employers on how to accommodate family care-giving responsibilities and one will provide guidance on accommodating religious practices.

The program will also conduct a review of its Aboriginal Employment Preferences Policy to ensure that it remains current following the repeal of section 67.

The program will also develop a report that will present a national portrait of equality rights for persons with disabilities. It will outline how this group of Canadians fares in regard to seven dimensions of well being: economic well-being, education, employment, housing, justice and safety, and political and social inclusion. The report will provide a credible evidence base that will inform the Commission's policies and programs. It will be made available to federal departments, other governments, non-government organizations, and academia.

In order to address emerging human rights issues, the program will also conduct a study on ageism in the workplace. The study will inform the development of a new policy as well as a guide for employers on ageism in the workplace.

As mental health has become an increasingly important issue in society, the program will continue to raise awareness of the importance of accommodating mental illness. The Commission will partner with the Mental Health Commission of Canada to sponsor sessions at a conference dealing with stigma in June 2012.

In alignment with the Commission's first priority, the program will provide evidence to guide the identification and resolution of systemic issues important to Canadians. The program will also ensure a proactive and collaborative approach is taken to address these issues.

The program will contribute to the second priority by providing background case data and trends in order to identify employers in need of support to develop internal dispute resolution processes.

The Knowledge Development Program will also develop two publications on guiding principles and practical steps in developing internal mechanisms. One of the publications will be geared specifically towards First Nations groups.

Program Activity Description

Discrimination Prevention Program

This program helps foster and sustain a human rights culture in federally regulated organizations by promoting continuous improvement of an organization's human rights competencies. Prevention initiatives, employment equity audits, learning programs and events are among the program's tools to promote discrimination prevention and achieve employment equity objectives. Stakeholder engagement involves federal departments and agencies, Crown corporations, private sector organizations, provincial and territorial government bodies, international agencies, unions and other non-governmental organizations.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
4,323	4,235	4,149

Human Resources (Full-Time Equivalents—FTEs)

2012–13	2013–14	2014–15
39	38	38

Program Activity Expected Results	Performance Indicators	Targets
Federally regulated organizations sustain human rights cultures.	Number of federally regulated organizations implementing a Human Rights Maturity Model approach.	8 by March 2013
Each designated Employment Equity group is fairly represented in the federally regulated workforce.	Percent reduction between the workforce representation and the workforce availability of designated Employment Equity groups.	5% by March 2015

Planning Highlights

The Discrimination Prevention Program contributes to the Commission's strategic outcome by helping federally regulated employers implement workforce practices that continuously improve their organizations' human rights culture, that:

- encourage recruitment, retention and representation to reflect Canada's diversity;
- foster efficient, collaborative and innovative workplaces; and
- empower and support employees and managers in making a difference in their workplace.

In 2012-13, the Discrimination Prevention Program will strengthen its relationship with external partners and offer its prevention tools and initiatives to help employers prevent discrimination. The program has also identified six key challenges that employers face in achieving employment equity. The program will work with employers to help address these key challenges :

- inadequate recruitment strategy;
- lack of training and awareness;
- lack of monitoring and accountability;
- geographical and structural challenges;
- self-identification response from people of the four designated groups; and
- physical job requirement barriers.

To further help federally regulated employers continuously improve their organizations' human rights cultures, the Discrimination Prevention Program will continue to actively promote and support the use of the Human Rights Maturity Model. The Model leads employers through a step-by-step process to integrate human rights into all aspects of an organization and provides a roadmap toward a more respectful and diverse workplace and workforce. The expected result is a self-sustaining human rights culture, since employers and service providers will be better able to resolve human rights issues at the source. The Commission will provide communication materials, orientation sessions, and guidance on the use of the Model and monitor success through the program activity performance indicator.

The Discrimination Prevention Program will also support the 2012–13 priority to address key systemic human rights issues. It will lead a working group of employers, unions, medical associations and insurance boards in examining the fitness to work medical assessment process. The results will be communicated to the broader Canadian public.

Program Activity Description

Human Rights Dispute Resolution Program

This program addresses discrimination by dealing with individual and systemic complaints and issues brought by individuals or groups of individuals against federally regulated employers and service providers. The Commission exercises its discretion in choosing the most appropriate dispute resolution method including investigation, mediation and conciliation. The Commission also serves as a screening body in determining whether further inquiry is warranted, participates in all pre-tribunal mediations and represents the public interest in appearing before the Canadian Human Rights Tribunal.

The program helps ensure that all parties to a complaint benefit from a fair, expeditious and accessible human rights process and gain an increased understanding of the CHRA. Canadians benefit when human rights commissions and tribunals deal with and adjudicate complaints that have the greatest impact on Canadian society. The program promotes the importance of first seeking solutions through dialogue. The program does this by primarily encouraging non-adversarial methods of dispute resolution.

By promoting awareness of the dispute resolution process, the Human Rights Dispute Resolution Program ultimately helps protect Canadians from discrimination, and helps Canadian employers comply with the CHRA.

Financial Resources (\$ thousands)

2012-13	2013-14	2014-15
8,838	8,534	8,249

Human Resources (Full-Time Equivalents—FTEs)

2012-13	2013-14	2014-15
74	72	70

Program Activity Expected Results	Performance Indicators	Targets
A dispute resolution process is available to Canadians who believe they have been subject to discrimination by a federally regulated organization.	Percent of potential and accepted complaints that are brought to an end by the Commission (without going to the Canadian Human Rights Tribunal).	75%
Human rights disputes are addressed within the federally regulated organization where they occurred.	Percent of potential and accepted complaints that were referred to the internal conflict resolution process of the organization where the complaint originated.	20%
The Commission contributes to the clarification and development of human rights law.	Number of complaints where the Commission represented the public interest at tribunals and courts.	20

Planning Highlights

This program contributes to the achievement of the Commission's strategic outcome by providing dispute resolution services in cases of alleged discrimination by federally regulated employers, unions and service providers.

The Human Rights Dispute Resolution Program will continue to ensure its systems and tools are aligned with the Commission's broader approach to dealing with systemic issues. While individual complaints are important and can often have significant impact, resolving issues of a systemic nature generally leads to a greater benefit for all Canadians. The program will enhance its ability to identify systemic issues when complaints are first received and will prioritize cases based on the Commission's priorities as well as the public interest.

With the repeal of section 67 of the CHRA, a number of important human rights issues were brought to the Commission's attention. Many of these issues are complex and require judicial interpretation. Resolution of these issues could have significant impact on the rights of Aboriginal persons in Canadian society. The program will continue to develop a network of mediators with experience in dealing with Aboriginal matters to help First Nations communities resolve human rights disputes within their own communities.

Program Activity Description

Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Travel and Other Administrative Services. Internal Services include only those activities and resources that apply across the organization and not to those provided specifically to a program.

Financial Resources (\$ thousands)

2012–13	2013–14	2014–15
6,342	6,144	6,086

Human Resources (Full-Time Equivalents—FTEs)

2012–13	2013–14	2014–15
69	68	68

The full-time equivalents (FTEs) referenced above are higher than planned levels previously reported. This increase is due to section 29.1(2)(a) of the *Financial Administration Act* (FAA), which came into effect June 26, 2011. The impact of the FAA change is an additional 12 FTEs. Internal support services are delivered subsequent to memoranda of understanding and include finance, information technology, procurement, compensation and other administrative services. In 2012–13, the Commission will provide internal support services to five small agencies.

Planning Highlights

Internal Services will continue to assess its various management practices and ensure compliance with all new and revised corporate reporting requirements. In 2012–13, the Corporate Management Branch will implement a common risk methodology throughout the organization and further integrate risk considerations into decision-making, business planning, resource allocation and prioritization processes as well as operational management.

In 2012–13, the Branch will fully implement its updated Departmental Security Plan. The plan will address the unique needs of the Commission's operating environment. As part of the implementation process, a new threat and risk assessment will be conducted in 2013 to re-evaluate the current environment and determine if new threats and risks have emerged post-implementation. The Branch will also continue to strengthen its information management practices by completing the multi-year plan to meet the Treasury Board directive on electronic record keeping (effective 2014).

SECTION III

SUPPLEMENTARY INFORMATION

Financial Highlights

The future-oriented financial highlights presented within this Report on Plans and Priorities are intended to serve as a general overview of the Commission's financial position and operations. These future-oriented financial highlights are prepared on an accrual basis to strengthen accountability and improve transparency and financial management. The Commission's future-oriented financial statements can be found at: http://www.chrc-ccdp.gc.ca/publications/rpp_rpp/fs_1213_ef-eng.aspx

Condensed Future-Oriented Statement of Operations

for the years ended March 31

(\$ thousands)	\$ change	Future-oriented 2012-13	Future-oriented 2011-12
Total Expenses	1,475	29,564	28,089
Total Revenues	263	900	637
NET COST OF OPERATIONS	1,212	28,664	27,452

The Commission is projecting \$28.7 million in expenses. The majority of funds, \$10.5 million or 37 percent, will be spent in the Human Rights Dispute Resolution Program. The balance will be spent in the Discrimination Prevention Program (\$5.5 million or 19 percent), the Human Rights Knowledge Development and Dissemination Program (\$4.7 million or 16 percent) and in Internal Services (\$8.0 million or 28 percent).

The increase of \$1.5 million between 2011-12 and 2012-13 in total expenses is due to additional salary cost from fewer vacant positions and from the collective bargaining agreements.

The increase of \$0.3 million between 2011-12 and 2012-13 in total revenues is due to the adoption of the new section 29.1(2)(a) of the *Financial Administration Act* on June 26, 2011. It should be noted that the 2011-12 total revenues only represent 9/12ths of the 2012-13 total revenues.

Condensed Future-Oriented Statement of Financial Position

as at March 31

(\$ thousands)	\$ change	Future-oriented 2012-13	Future-oriented 2011-12
TOTAL ASSETS	(197)	2,572	2,769
Total Liabilities	230	5,125	4,895
Equity of Canada	(427)	(2,553)	(2,126)
TOTAL LIABILITIES AND EQUITY OF CANADA	(197)	2,572	2,769

Total assets are anticipated to be \$2.6 million at the end of 2012-13. The breakdown of assets is as follows: Due from Consolidated Revenue Fund (\$1.6 million), Accounts receivables and Advances (\$0.1 million) and Tangible Capital Assets (0.9 million).

Total liabilities are anticipated to be \$5.1 million for 2012-13. The breakdown of liabilities is as follows: Accounts Payable (\$1.6 million), Vacation Pay and Compensatory Leave (\$1.0 million) and Severance Benefits (\$2.5 million).

List of Supplementary information Tables

All electronic supplementary information tables found in the 2012-13 Report on Plans and Priorities can be found on the Treasury Board of Canada Secretariat website at: <http://www.tbs-sct.gc.ca/rpp/2012-2013/info/info-eng.asp>

- Greening Government Operations;
- Sources of Respendable Revenue;
- Upcoming Internat Audits and Evaluations over the next three fiscal years;



OTHER ITEMS OF INTEREST

Organizational Contact Information

Canadian Human Rights Commission
344 Slater Street, 8th Floor, Ottawa, Ontario K1A 1E1, Canada
Telephone: (613) 995-1151
Toll Free: 1-888-214-1090
TTY: 1-888-643-3304
Fax: (613) 996-9661

<http://www.chrc-ccdp.gc.ca>

National Aboriginal Initiative

750 - 175 Hargrave Street
Winnipeg, Manitoba R3C 3R8
Telephone: (204) 983-2189
Toll Free: 1-866-772-4880
TTY: 1-866-772-4840
Fax: (204) 983-6132